



# **FY 2005 Transition Action Plan**

# Overview

This document contains:

- The purpose of the 2005 Transition Action Plan
- A summary of what change management experts say is needed for successful change
- Transition Action Goals:
  - Goal I: Complete outstanding tasks to solidify the reorganization
  - Goal II: Conduct change management activities
  - Goal III: Formulate a Safety identity within the ATO
  - Goal IV: Complete the service area offices/field restructuring
- A summary of what is required to complete the Action Plan
- Clarification of the role the Transition Team will play in completing the Action Plan

## Purpose

The plan lays out the specific goals that the Transition Team identified (based on all the research gathered) as most likely to increase the employee confidence level that the ATO is truly committed to change. We must accomplish the interim “wins” related to Goal I, to solidify the organization, (see following tables) or we will reinforce the status quo and undermine the success of the change effort.

The purpose of the 2005 Transition Action Plan is to:

- Identify the specific goals that, from an employee perspective, will stabilize the organization
- Clarify and capture critical tasks and activities that were not completed in Phase I of the Implementation Strategy and/or should be completed in FY 2005
  - Define specifically how those tasks and activities will be implemented and by whom
- From a change management perspective, address a set of immediate goals and objectives to accomplish employee buy-in

This document provides a mechanism to continue to build toward organizational transformation. A role of the Transition Team is to help ensure that meaningful change occurs from the employees’ perspective.

## What the Change Management Experts Say

The University of Maryland Change Management research team reports:

- It takes 7-10 years for sustainable, irreversible change
- It takes a minimum of 2-5 years for changes to be implemented
- It is not the length or scope of change that is problematic for the employees during wide-scale change, but the **perception** of the pace of change
- If the pace is too slow it produces prolonged uncertainty and stress as well and reduced enthusiasm and motivation for change as organizations stay in a “limbo” or broken state for too long
- Our research data suggests we are behind in meeting key targets that are important to employees

The following table shows Best Change Management Practices and what we plan to do to implement them:

Best Change Management Practices	Implementation
Clearly set and communicate a series of intermediate objectives, goals and milestones that address the employees' most urgent concerns (from the employees' perspective)	Human Resource processes: Complete Outstanding Tasks to Solidify the Organization  Note: We are a year behind in some key activities related to this practice
Keep monitoring and communicating the progress with employees, recognizing that during large-scale change, face-to-face communication is critical --- especially between the employees and the first line supervisor	Communicate Change Management Activities for Employee Buy-in  Note: We developed a VP metric focused on Effectiveness of Communication
Change the culture from the inside out by inviting the workforce itself to change the culture	Safety - Formulate the Organizational Identity, define the new ways of doing business to create an effective new system ( <i>Culture</i> )
Complete the Change piece of the organizational transformation	Complete the Area Office/Field Restructuring and begin to gain efficiencies
	Communicate and CELEBRATE when an important milestone is reached or a significant goal is accomplished

## Goal I. Complete Outstanding Tasks to Solidify the Organization

Employees need something that brings clarity to the organization and to their roles and responsibilities. Positions as well as organizations within the ATO appear to be in a state of flux. We have been in a seemingly “temporary” status with many “actors” and unknown or unclear organizational roles and responsibilities for nearly a year. In some cases, it is even unclear where people sit.

Interim Transition Goals and Objectives	Required Activities	Activity Owners	Transition Team Lead	Target Completion Date	Actual Completion Date
I. Complete outstanding tasks to solidify the org. to facilitate HR processes and relationships within ATO	I.A. Establish the ATO officially through completion of the 1100 order	Acquisition & Business Services	John Pipes	5/31/05	
	I.B. Officially align --- with formal documentation --- at least 75% of employees in respective organizations	All 10 service units	John Pipes	6/30/05	
	I.C. Complete development of ATO routing symbols	Transition Team	Carmela Vaccarella	4/29/05	3/02/05 (Ahead of schedule)
	I.D. Implementation of ATO routing symbols	Acquisition & Business Services	Carmela Vaccarella	6/30/05	
	I.E. Develop, clarify and promulgate directives numbering system	Transition Team	Kimberly Gill	6/30/05	
	I.F. Physically collocate at least 75% of employees in respective organizations. Create a plan; identify funding; implement at HQ 10A & 10B	Acquisition & Business Services	Carmela Vaccarella Isa Campbell	7/31/05	
	I.G. Clarify roles and responsibilities of Air Traffic procedures in ATO line service units	Terminal En Route & Oceanic Flight Services System Operations	John Pipes	3/31/05	2/25/05 (Ahead of schedule)
	I.H. Reach agreement regarding alignment of Weather and associated roles & responsibilities of the ATO line service units and complete associated organizational modifications	Finance	Jim Link	6/30/05	
	I.I. Modify operationally significant orders/directives to align with the ATO organization, and complete route, review and comment process	Terminal En Route & Oceanic Flight Services System Operations Technical Operations	John Pipes/ Kimberly Gill	9/30/05	

## Goal II. Conduct Change Management Activities

An on-going critical requirement for organizational transformation is a series of change management activities. Many of these activities during this phase of transition require face-to-face interaction.

Interim Transition Goals and Objectives	Required Activities	Activity Owners	Transition Team Lead	Target Completion Date	Actual Completion Date
II. Conduct change management activities	II.A. Educate at least 75% of managers to answer questions about the ATO	All Service Units	Isa Campbell	9/30/05	
	II.B. Meet with operations supervisors in at least 10 major facilities to provide talking points and answer questions	Transition Team	Isa Campbell John Pipes	9/30/05	
	II.C. Design and activate on-line ATO headquarters management/ personnel directory	Acquisition & Business Services	John Pipes	2/28/05	2/11/05
	II.D. Enhance ATO on-line directory to include service area office and field facility personnel	Acquisition & Business Services	Kimberly Gill	9/30/05	
	II.E. Provide at least 15 briefings about ATO restructuring to internal stakeholders, i.e., employees / organizational forums, recognized agency coalitions, regional management teams, and area directors	Transition Team	John Pipes	9/30/05	
	II.F. Contact at least 50% of FAA regional offices, i.e., flight standards, airports, ARC, legal, aviation medicine, HR and civil rights to identify processes/transition issues and facilitate effective solutions	ATO Transition Procedures Group	Carmela Vaccarella	9/30/05	
	II.G. Survey area office and facility managers to establish "communications effectiveness" baseline	University of Maryland research team	Isa Campbell	2/28/05	2/28/05
	II.H. Conduct follow-on survey of headquarters, area offices and facility managers	University of Maryland research team	Isa Campbell	9/30/05	
	II.I. Develop Business Process Training for field managers	Transition Team	Jim Link	9/30/05	
	II.J. Initiate independent cultural assessment of transition	Executive Council	Isa Campbell	6/30/05	

### Goal III. Safety - Formulate Safety Identity within the ATO

Organizational Roles and Responsibilities regarding the Safety function within ATO are still not defined. Until each entity within the ATO understands what is expected of them, an effective structure/system within the ATO cannot take form.

Interim Transition Goals and Objectives	Required Activities	Activity Owners	Transition Team Lead	Target Completion Date	Actual Completion Date
III. Formulate Safety Identity within the ATO	III.A. Define roles and responsibilities regarding ATO Safety and line service units	Terminal Flight Services En Route & Oceanic Safety	John Pipes	3/31/05	

### Goal IV. Complete the Service Area Offices/Field Restructuring

- 1) Complete actions remaining from initial restructuring efforts
- 2) Take next steps to gain efficiencies through collocation of service area offices

Interim Transition Goals and Objectives	Required Activities	Activity Owners	Transition Team Lead	Target Completion Date	Actual Completion Date
IV. Complete the Service Area Offices/Field Restructuring	IV.A. Initiate transition of facility assistant managers to staff managers	Service Area Directors	John Pipes	9/30/05	
	IV.B. Transition HUB managers to District Manager positions	Service Area Directors	John Pipes	4/29/05	
	IV.C. Standardize at least 5 Human Resource support processes across the service areas	Acquisition & Business Services	John Pipes	9/30/05	
	IV.D. Develop and initiate a plan to consolidate IT in Acquisition & Business Services	Acquisition & Business Services Terminal En Route & Oceanic Flight Services Technical Operations Communications	John Pipes Isa Campbell	9/30/05	
	IV.E. Develop an Implementation Plan for service unit restructuring activities and consolidating functions within service areas	ATO Next Steps Workgroup	John Pipes	9/30/05	
	IV.F. Complete transition of obstruction evaluation and military operations into System Operations	System Operations	John Pipes	6/30/05	

## **Summary**

These goals need priority and resources to complete. Research data suggests that change of this magnitude takes five to ten years before the changes are irreversible. Unless we manage the interim “wins” or changes from the employee perspective we will not succeed and will return to stovepipes and “business as usual.” We are already behind in our successes about what is important to employees because of the confusion and inefficiencies associated with the Human Resources processes and procedures. The first part of our plan focuses on “catching up” with those outstanding issues and then celebrating the completion. The plan represents the critical issues from the employees’ perspective and is not a comprehensive representation of what needs to be accomplished during the next year from a change perspective.

The ATO effort encompasses massive organizational and cultural change. As Gerstner said, “Culture isn’t just one aspect of the game — it is the game.” The challenge is to get employees to change the culture “from the inside out.” To do that we have to meet the most basic demands of work satisfaction, such as: Who do I work for? Where do I sit? What is my job?

To give these goals the priority they require, the Transition Team recommends they be tied to the VPs’ performance plans.

## **Role of the Transition Team**

For these interim “wins” to occur, the Transition Team needs to take an active and facilitative role in making them happen. We deliberately focused on the objectives that are most likely to accomplish the goal of keeping the employees on board with the changes. The Transition Team will focus on these goals and bring questions, concerns and issues back to the EC when necessary to obtain assistance in removing the barriers that may inhibit success. We will act as the change agents and the champions of the new beginning.